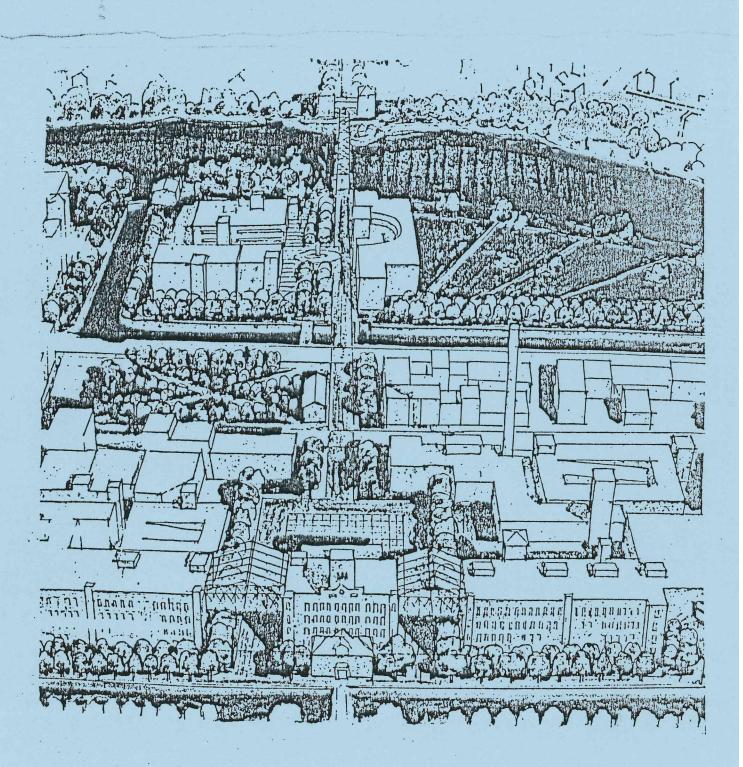
TWIN CITIES RIVERFRONT CONCEPT PLAN



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Maine Tomorrow/Winton Scott Architects/Michael Lewis October 11, 1988

INTRODUCTION - THE PLAN CONCEPT

Our plan for the Twin Cities is based on two fundamental concepts:

- Building Bridges and
- Creating a Framework for Development

"Building Bridges" means building both physical bridges, or links, and spiritual bridges between the two communities and within the two communities.

"Creating a Framework for Development" means providing an urban design plan that will: guide development decisions; allows traffic, pedestrian and open space systems to function superbly; and result in an urban environment that is beautiful, authentic and a source of pride to residents.

Both concepts build on market opportunities and existing features in the Twin Cities area - the rivers, the canals, the open space, the historic buildings, the mills, the towers and steeples and grand vistas.

Building bridges by linking different areas of activity is a universally accepted urban planning concept. The town plans for London, Paris, Florence and Philadelphia, for example, are based on building landscaped streets and linked vistas between important parts of the city. The malls that link the "magnet" chain stores in today's shopping centers are based on the same concept.

Underlying all successful city plans are carefully designed systems; systems of streets, sewers, pedestrian ways and open spaces that provide a framework for development. The framework must be able to accommodate buildings and serve them; cars, people, delivery vans, water, sewers and gas must be able to reach the buildings easily. Furthermore the framework must not be totally "mechanical". It must be designed to be a delight too.

The following pages and the large format map and sketches we've prepared show how these concepts work and how, together, they can structure the revitalization of the Twin Cities and usher in a bright future.

Brian Kent, M.A.U.D. Senior Associate Maine Tomorrow

THE CHALLENGE

- . Develop a vision a design concept for the Twin Cities Riverfront and surrounding areas that can guide growth and development into the 21st Century.
- . The design must emphasize the visual and recreational benefits of the river and must serve to link the Cities, not divide them.
- . The design must build upon the cultural history of the area yet offer new opportunities for a range of land uses that will revitalize the area for the benefit of residents, visitors and investors. The design must be both visionary and realistic, and capable of being implemented in a reasonable time frame.
- finally, the design must be flexible so as to accommodate change, yet enduring so as to establish a broad framework and blueprint for the future.

Our design for the Twin Cities achieves the above objectives, with elegance and vision.

THE OPPORTUNITY

Nowhere in Maine are there so many unique opportunities to revitalize a central city area. The downtown area of Lewiston/Auburn is a sleeping giant, an area ripe for redevelopment with many assets in place to spur and support growth.

The opportunities include:

- A beautiful river that's been ignored too long.
- Vacant land and buildings in a central location.
- Growth in Southern Maine that is now beginning to invigorate the Lewiston/Auburn region.
- The fact that Lewiston/Auburn is the center of a large populated region.
- An infrastructure of roads and utilities and services in place.
- Extremely good, fast access off the Turnpike (in the near future).
- Superb "authentic" features such as the canals, mill buildings, historic structures, the Falls and bridges.
- An excellent "can do" political climate.
- Good public support and press involvement.
- A "reservoir" of urban residential neighborhoods surrounding the area.
- A strong and growing service sector market that the Twin Cities downtown can serve with office space, R & D space and space for training and education programs.
- Great vernacular architecture.
- A need for more cultural, meeting and civic space.
- A river bank, trees and natural areas in the midst of an urban area.
- A dynamic, vital and culturally diverse population.

Our plan builds on these opportunities. The plan recommendations follow.

RECOMMENDATIONS

OPEN SPACE AND LANDSCAPING RECOMMENDATIONS

Open space in the form of parks, landscaping, trails, boulevards, benches and fountains is essential to making urban areas livable.

The plan builds on the unique assets of the Great Falls area and proposes: a regional river trail system; a series of canal boulevards; well placed urban parks; attractive "streetscapes", sidewalks and plazas and ample opportunity for views of the river, the Falls and the canals.

The Androscoggin River Trail

- Establish a continuous trail along the east side of the River by acquiring development rights or conservation easements from the owners along the route.
- Provide for secondary trails, off, but connected to, the Androscoggin River Trail. These would include: the lower stretches of the Little Androscoggin, the Railroad rights of way (south from the Bates buildings and west from the Grand Trunk Railroad station) and a trail to Edward Little High School.
- Link all the trails to area schools and parks.

The Creat Falls Canal Boulevards

- Embark on a phased program to upgrade, landscape and restore the canal system as a series of tree-lined, linear parks.
- Link the canal/parks to the trail system, city parks and pedestrian ways.

The Twin Cities Urban Parks

- Make a commitment to restore Kennedy Park, develop a formal urban park at Chestnut/Oxford and Lincoln Streets and create a Twin Cities region, riverfront park on the Androscoggin, across from the C.N. Railroad bridge.
- Make a commitment to extend the riverfront park and walkway across the Railroad bridge to the Auburn side of the river, to create a small park and Twin Cities Library at the bridge (on Main Street) and to develop a small, urban park in the Auburn renewal area.

- Work jointly to create 3 interlinking, "natural" parks, north of Great Falls, that utilize the Guilford Railroad bridge as a pedestrian link and accessway (i.e. the Great Falls Park, the Island Park and the L.L. Bean Park).
- Develop plans for a Sunnyside Park that incorporate facilities needed by the neighboring community, including trails, sports fields and hard-top courts.

The Twin Cities Pedestrian Ways

- Establish a coordinated design and approach to the layout of all sidewalk paving, street furniture, lighting and landscaping so that there is a common theme to unify the two downtowns.
- Require that the pedestrian ways reflect a hierarchy of use and emphasize the most important linkages between key buildings and downtown attractions, especially the parks and Boulevards.

THE STREET SYSTEM

Growth and development can only thrive where there are services to support that development. In the Twin Cities the existing street system should be improved and expanded to give excellent access to all redevelopment sites.

Further, no downtown can compete without good, and convenient parking. This plan makes a strong commitment to parking - so that the Twin Cities become places that are easy to use and enjoy.

Finally, the plan is organized so that future public transit systems can be added - so as to manage traffic better.

The Lincoln and Riverside Drive Parkways

- Improve both the Riverside Drive, in Auburn and Lincoln Street, in Lewiston, between the Turnpike and downtown, so that they are limited access, landscaped, parkways.
- Design the parkways so as to afford an attractive, natural, approach to the Twin Cities area with occasional views of the river and the towers and steeples of downtown.
- Make provision for one or more scenic turnouts on each side of the river off the parkways.

The Downtown Street Grid

Lewiston:

- Complete the street "grid" in the Locust Street area to improve access and service. This should include:
 - improved bridges to the C.N. Railroad site and across the canal between the Bates mills;
 - . a new north and south street east of Lincoln that follows the old railroad right-of-way and extends from Locust to Main Street. This street will serve the new parking zone.
 - a new east/west street between Lincoln and the Bates Mill next to the canal.
- Improve traffic circulation through the area with:
 - . phased traffic light signalization on Main Street
 - . two-way traffic movement between Canal and Lisbon Streets on Cedar Street.

Auburn:

- Reconfigure the street network (and traffic flow) between Washington and Main (with a one-way system on Academy and Elm) to make for a better link between these two north/south streets.
- Improve intersection design in New Auburn to create better through traffic flow along the Riverside Drive and Main Street (Route 136).

THE PARKING SYSTEM

Lewiston

- Make a commitment to a new linear parking zone to the west of the Mill buildings. This would initially be surface parking but could expand to be decked parking; it would serve a majority of downtown buildings. It is located, in part, in the old railroad right-of-way.
- Require developer commitment to on-site parking west of Oxford Street, at the Libbey Mill and in the Park Street urban renewal area/parking lot.

Auburn

- Provide for additional parking in four strategic locations:
 - 1. At Main and the Railroad bridge site.
 - 2. Along the bank on the edge of Turner Street (across from the Roak building).
 - 3. In the center of the urban renewal area, and
 - 4. Along the Railroad tracks between Route 4 and Route 202 (northeast of City Hall).

TRANSIT

- Consider, in the long range plan, a bus transit system centered on the linear parking zone, that travels a figure-eight route linking Lisbon Street, in Lewiston, and Main Street, in Auburn, by way of the north and south bridges.
- Investigate a light rail transit system that travels east-west between the Bates/parking zone and the Auburn/Main Street cultural center. This would be an enclosed, heated car system.

DEVELOPMENT STANDARDS

The overall, three-dimensional form of the Twin Cities downtown will be created by individual development decisions. These decisions must be made according to a plan - or chaos will prevail. Guidelines as to building height, historic preservation and building form and content are essential to ensure the vision of the future is attained.

Overall we envision two cities, on the green banks of a great river, contained within a natural "bowl" defined by gentle hills and centered on the Great Falls. We also envision an even-textured downtown area, that is mostly 3, 4 and 5 story buildings, with the exception of the many existing towers and steeples that are so characteristic of the area.

In addition, we envision a few select sites that have high visibility and mark key entrances or focal points in the downtown area, as being appropriate for high rise, landmark buildings.

Height and Bulk Regulations

- Establish height and bulk limitations that reflect what exists today, i.e.
 - . up to 5 story buildings in the Lisbon/Canal area.
 - . 4 and 5 story mill structures (with less lot coverage)
 - . 3 to 4 story structures in the Lincoln Street area.
 - . up to 5 stories west of the Oxford Street Canal.
 - . up to 3 stories on Main Street in Auburn.
 - . up to 6 stories in the Auburn renewal area.
- Allow, after a careful visual analysis, new high rise structures (provided they fit with a broader plan) in selected locations that are more than 6 stories high.

Historic Structures

- Conduct a survey of buildings in the Twin Cities downtown areas so as to identify those structures worthy of preservation. In general, seek to conserve and preserve as many historic structures as possible so as to keep the special character of the area.

Development Design Guidelines

- Establish design guidelines and standards for each major development site so as to assure conformance with the overall plan. These guidelines should include:

- . height, bulk and form considerations
- . view easement requirements
- pedestrian rights-of-way and access to greenway and park requirements
- . sidewalk, lighting and landscape directives
- . parking requirements.

(The intent of these urban design guidelines is to give developers firm direction before they begin architectural design.)

- Allow for flexibility in design approaches, within the above guidelines.
- Offer incentives to induce developers and property owners with river frontage to make significant public dedications of open space, access to the river and/or public rights-of-way for trails.

DEVELOPMENT OPPORTUNITIES

The plan framework is a support "structure" for buildings. In fact, the framework is essentially open space or "in-between" space while the "infill" is enclosed space, buildings for business, culture, living, working and recreating.

The extent to which building and development occurs depends on many factors, some under city control, such as marketing and infrastructure support, and some, such as the national economy, over which the city has no control.

The following list suggests land use and marketing ideas for specific development parcels. (The numbers refer to the accompanying map which shows the location of each parcel.)

NOTE: These ideas are not in priority order.

Lewiston

1. The Park Street Parking Lot

Possible site for public/private development, provided additional parking is available, as a deck within the structure or elsewhere. Office use is appropriate with retail on ground floor. Structure should be linked to Lisbon Street via the existing pedestrian ways and could link to site #4.

The Canal Street Parking Garage(s)

With the development of the Canal Street Boulevard and the revitalization of the Bates Mill there is opportunity to:

- a) Build a second parking structure to serve Lisbon Street and the Mill Complex; and
- b) Incorporate ground level shopping/services in both garages.
- The Libbey Mill/Grand Falls Hotel Convention Centre

A unique, spectacular, site for a hotel-convention complex that utilizes existing, refurbished, structures of the mill and the old theater building. Provide on-site parking and link to the trail.

4. The "New" Bates Mill

Bates plans to consolidate its manufacturing in this structure, however, in the long run, the City may wish to offer Bates a new facility in the industrial park, and use this site and structure for a convention/civic center. It is ideally located, could be served by plentiful parking and



DEVELOPMENT OPPORTUNITIES

would complement and reinvigorate surrounding uses (i.e. hotel(s), retail on Lisbon Street).

5. The Old Bates Mill

This huge 800,000 sq.ft. structure could house a mix of new uses - housing, offices, restaurants, specialty retail (factory outlets) as well as cultural and educational uses. However, it must be linked to a revitalized Canal Street Boulevard and Lisbon Street and bold "cuts, slices or holes" made in it, so pedestrians can reach the river with ease. Some large, periphery structures around the mill should be torn down to let light in and open up views.

6. The Hill Mill

This structure offers the same possibilities as the Bates Mill, although housing should be considered a prime re-use. Existing uses however may be viable and there is potential for R & D or light (high tech) manufacturing.

7. The Cedar/Canal Street Site

This large relatively undeveloped site is used for trucking and warehousing at present but may prove to be a good in-town, medium density, housing site. Its highest and best use will be determined by growth to the north, however, so redevelopment is not a high priority now.

8. Corner of Main and Lincoln (East)

This is one of Lewiston's "front doors" and is now under developed. The new Lincoln Street access to the Turnpike makes this a prime site for a "high profile", high rise structure, possibly an office building. Views to and from the site are noteworthy and its proximity to a future convention/civic center (Site #4), parking, Great Falls and both downtown districts make it distinctive.

9. Corner of Main and Lincoln (West)

This site also has distinctive features - the river, views to the Falls, high accessibility and visibility - that make it a possible hotel/mixed use site. It makes for an unattractive front-door now.

10. The Lincoln/Oxford Street Area (from Main to Cedar)

Small lots characterize this area along with some fine brick structures and deteriorated, wood-frame structures. Revitalization should be new infill and restoration and should compliment the existing architecture and building forms.

New, improved sidewalks, links to the river and the old mills, a new urban park and landscaped canal/boulevards will set the stage for revitalization. New uses are likely to be "up-scale" restaurants, specialty retail and service, art galleries, prestige offices and housing.

11. Little Canada

This high density housing area lacks open space, parking and essential community facilities. It is isolated and cut off from the city - yet it provides affordable housing. Some of these needs can be provided east of Lincoln Street. In addition limited clearance to reduce density, limit fire danger, and to open up the neighborhood to the river and trail system is needed.

12. The Canadian National Site

Strategically located on an "island" next to the river and the Railroad bridge pedestrian crossing, this site offers opportunity for private development and public amenity. And these trade-offs need to be made. The river side should be parkland in the public domain. Towards the Oxford Street canal there is space for medium-rise development that would be private, while allowing for cultural facilities and for views to and across the river.

13. The Miller Site

Eventual reuse of the old mill building here for higher and better uses (housing, offices) seems probable. Toward the river redevelopment for public and private use appears appropriate. The river side must be public parkland.

14. The Lewiston/Auburn Railroad Property

This long, narrow ownership should accommodate pedestrians, limited parking for the park, and parkland.

NOTE: This general area (i.s sites 12, 13 and 14) should also be considered as a location for cultural facilities such as museums, library, open air concert "bowl" and possibly an in-town U.M.L.A. campus.

15. The Continental Mill

Used as low rent, incubator, warehouse and manufacturing, this magnificent mill building may well be revitalized for offices, housing, R & D facilities and other compatible, mixed uses. Parking should be provided on site.

Auburn

16. Great Falls Plaza Area

Lacking urban design criteria in its recent rebirth, this area needs structuring and a sense of direction and purpose. It is unwelcoming to the pedestrian and needs a focus, landscaping and human-scale elements. Further, a new high rise tower (as is proposed) is appropriate, provided view-sheds and the building siting and profile are handled very carefully. Adequate on-site parking is needed and any new high-rise should be seen as a "gateway" building.

17. The Court/Troy/Turner Triangle

Containing City Hall, the Library and County Court House, this area should be considered a growth area for an expanding Auburn economy. It should remain the government center but should be linked to the river. Mixed office/service uses, along with limited housing appears appropriate and provision must be made for more parking along the landscaped "edge" - the railroad tracks.

18. The Roak Square Area

West of the Roak building lies parking, Turner Street extension and a steep, wooded bank. Both the square parking and the bank area offer redevelopment potential if more parking can be built into a new structure. The best option appears to be to keep the square as a public space and to build parking as decks set into the steep bank. New stores could "front" the decks and offices (with views to the Falls) and be built over the parking.

19. The Main Street/Railroad Bridge Site

A superb, symbolic site for a Twin Cities library, cultural facility or educational center. The site has commanding views up and down the river and symbolically helps "bridge" the river. Probably a politically sensitive site, but its assets deserve careful study.

20. The Academy Site

Bounded by Academy Street and the Little Androscoggin and linked to the river, Railroad bridge and Lewiston to the east (and Edward Little High School to the west) this site could be an institutional or an educational center or even the ultimate campus for the University of Maine in Lewiston/Auburn.

ORGANIZATIONAL STRATEGIES

To be effective, plans must be backed by a strong organizational structure. A plan must have political support. The two City Councils must not only support the plan but there must be staff to implement it and ongoing public commitment, through successive administrations to make it work.

Establish a Twin Cities Riverfront Advisory Council (TRAC) with authority to work with the Lewiston and Auburn planning staff and other key groups to:

- Establish a Twin Cities Tax Increment Financing District
- Integrate and coordinate public works commitments in the Riverfront area
- Negotiate with the C.N. Railroad to:
 - a) acquire the Railroad bridge and right-of-way, and
 - b) collaborate with TRAC in developing their land for public and private development.
- Design a phased, capital improvement program for the core area that results in the upgrading of utility service, streets, sidewalks, and landscaping, signs.
- Work, in partnership with the owners of key redevelopment and new development sites, to find (and fund) developers and investors willing to commit to revitalization.
- Build the key design concepts recommended here into the Comprehensive Plans, zoning ordinances and site plan review standards and requirements of both cities.

(This would include, but not be limited to, height, bulk and setback standards, "overlay" vista provisions, incentives that reward developers for providing access, open space or other public benefits.) (See "Development Design Guidelines")

- Model and "package" redevelopment proposals to maximize the opportunity for being eligible for CDBC funds.
- Take appropriate legal action to acquire the rights to the old Railroad right-of-way to the west of the Lewiston mills and a right-of-way along the canals.
- Develop a set of design guidelines to ensure that all new development fits with and embellishes the design concept outlined in this Twin Cities master plan.

MAKING THE PLAN WORK

THE NEXT STEPS

The following is a list of actions that spell out the next steps the Twin Cities should take to bring this concept plan to reality. The list is in rough chronological order, but many actions could and should occur simultaneously.

- Give wide publicity and exposure to the results of this Competition. (The best ideas have to be accepted by the public and then promoted and kept in the public mind.)
- Announce the results of the Competition.
- Apply for NEA (and/or other) funds to have the consultant develop the plans further.

(This should involve: more public participation; strong developer and City input; recommendations on zoning revisions and other implementation mechanisms; more detailed and refined illustrative plans; and ideas for areas outside the study area.)

- Set up a formal process that assures there is ongoing public and private control of, and commitment to, riverfront redevelopment.
- Test the design plan against the City ordinances and adjust those ordinances to assure that they promote the plan.
- Set city priorities for plan implementation and budget capital improvements to meet priorities.
- Broader involvement in the Riverfront to include groups and individuals with interests there for example: Carden Clubs, Franco-American groups, Historic preservation groups, river users (hunters, canoeists, fishermen, etc.) the Lewiston and Auburn libraries, cultural groups, mill workers, the University...etc.
- Work with the local Chambers, Lewiston Downtown Development and the Economic Development council (as well as other State and regional groups) to promote development, work up promotional material and meet with businesses and developers to market both the area and the development sites.
- Pressure up-river users and the State D.E.P. to clean up the river further.
- Investigate the advantages and disadvantages of a Twin Cities Tax Increment Financing district (T.I.F.) (that builds on the existing T.I.F.)

- Develop model conservation/public easements that can be used in negotiating agreements with riverfront property owners in acquiring public access rights along the river.
- Strengthen both Cities' planning departments by adding staff to work exclusively on the Riverfront.
- Investigate the costs and benefits of a Twin Cities Development Authority - a public interest authority with the power to buy and sell land, make loans and negotiate deals to promote and achieve the goals of the riverfront urban design plan.
- Revise zoning ordinances to allow for incentives or bonuses that reward developers for providing needed public amenities.
- Seek out and promote innovative housing programs.

NOTE: This list of actions should be refined and expanded under NEA funding.

The plan proposes a new framework for development and suggests twenty redevelopment/development sites.

These sites will be developed in large part by private investors responding to market opportunities, a positive and supportive city administration, site conditions and to adjacent trends. As a general rule, the prime, most central sites will tend to be developed first. Further development and investment is likely to follow in close proximity.

In Lewiston new development should support and build on existing development. Growth should expand southward from Main Street and westward from Lisbon Street. And the east/west pedestrian links should be emphasized. Thus the Bates and Libbey Mill sites should be priority sites as well as the two other Main Street sites.

At the same time, if the river is to be a public amenity as it should, riverfront park acquisition and development should have high priority. Development near the river will then follow.

Overall, on the Lewiston side of the river, we recommend that development occur in the following sequence: (The numbers refer to the sites on the map on the next page.)

First Phase: 1, 3, 8, 12, 14 Second Phase: 2, 5, 9, 10, 11

Third Phase: 4, 6, 13 Fourth Phase: 7, 15

Obviously, circumstances can, and will change, but this sequence should be a general guide. City investments should track this sequence and the long parking zone should be developed from north to south. In Auburn, because developable area is constrained and one high rise structure is under consideration, it is easier to determine a desirable sequence of development:

First Phase: develop site 16

Second Phase: develop site 19 - the riverside cultural

building

Third Phase: begin to open up sites 17 and 18 for

office development

Fourth Phase: develop site 20 for higher and better

uses, preferably educational or

institutional uses

Of course, from a public point of view, the riverfront park trail system has high priority and should begin at once, in Phase One.



DEVELOPMENT OPPORTUNITIES

URBAN DESIGN COMPETITION

Maine Tomorrow/Winton Scott Architects/Michael Lewis

PROBLEMS

OPPORTUNITIES

Open
Space,
Recreation
and
Amenities

Little access to river.
Under-utilized open space.
Minimal in-town recreation.
River is hidden from view.
Lack of boating/fishing.
Cities turn backs on river.
No continuous (linear) open space for walking, jogging and biking.
No "place" to celebrate or relax.
Railroad track and Little
Andy River are underutilized.

Improve access (actual and visual). Develop existing unused open space. Provide a range of recreation uses. Open views to river. Landscape to enhance views. Integrate open space with new and existing land uses. Bring the influence of the river inland. Provide more links across the river. Make the river a continuous open space/pedestrian/bike corridor. Provide a regional urban park. Emphasize the historic canals. Use the Railroad and Bridge to link Lewiston/Auburn.

Transportation
(Traffic,
access,
pedestrians,
buses,
parking)

Poor access to area from Turnpike. Lack of K-W access in Lewiston. Unwelcome pedestrian environs. Complex one-way system. Inadequate bus system. Canals constrain traffic movement. Unwelcome parking garage. Poor internal vehicle access in the Lincoln St. area.

Optimize the new improved Turnpike access.

Use the RR bridges for pedestrians.
Build new "parkways" on Rte. 136 and Outer Lincoln Street.

Improve the intercity transit system.
Make pedestrian links from Lisbon St. to the canals and river.

Identify new parking garage sites.

Improve traffic circulation and site access in Lincoln St. area.

Consider cross-river trolley service.

TWIN CITIES RIVERFRONT URBAN DESIGN COMPETITION

Maine Tomorrow/Winton Scott Architects/Michael Lewis

PROBLEMS

OPPORTUNITIES

Land Uses and Ownership

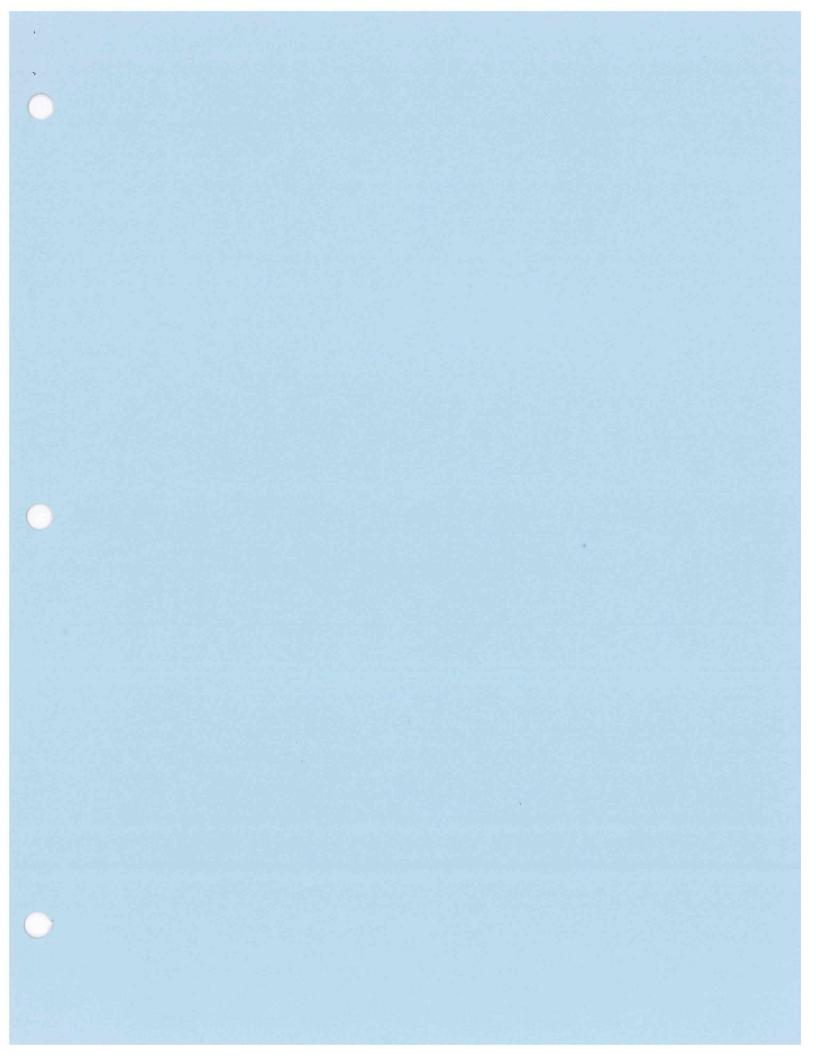
Lack of facilities in Little Canada. Limited development sites in Auburn. Deteriorating residential neighborhoods. Vacant land (Lewiston) Pattern of small lot ownership in downtown areas. Conflicts between residential and industrial land use. Vacant mill space. Diverse, spotty pattern of public owned land. Special use areas, unrelated to each other. A split between Auburn downtown and Little Auburn. Dense residential neighborhoods with little open space.

Build and expand on existing, viable, land uses.
Revitalize older neighborhoods.
Assign new uses to city owned land.
Find new, exciting uses for vacant mill space.
Acquire the C. N. Railroad site.

Features Buildings, Views, Towers, Bridges

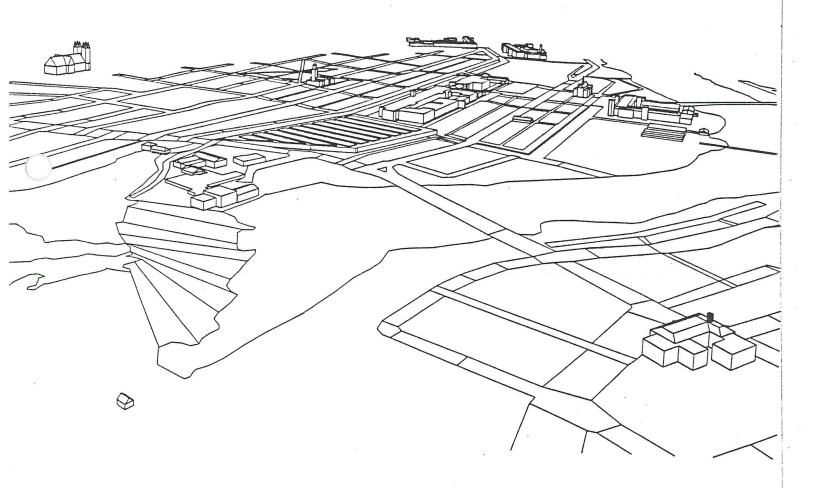
The Mill/Canal Street area is overbuilt.
The Mills, canals and roads block and cut-off access to the view.
Many Lincoln St. area structures are in poor repair.
The Bates Mill is about to be vacated.
The canals are fenced off and dangerous.
Lisbon St. is cut off from the River.
There are few attractive downtown amenities.

Selectively clear some areas to open up views and improve access. Ensure the tower-like features of many buildings remain landmarks, Consider a historic building trail. Seek new mixed uses for the Bates Mill. Landscape the canals to make them attractive but safe. Emphasize pedestrian ways toward the the River from Lisbon St. Upgrade and feature the fine old buildings throughout the area. Create places that people can enjoy at lunch, in the evening, from their from their window. Capitalize on the Libbey Mill site's unique features.



Lewiston - Auburn Riverfront Design Competition Narrative

Submitted to the Riverfront Design Steering Committee



By Terrien Architects, Inc., in Consultation with Market Decisions and T.Y. Lin International

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T E R R I E N A R C H I T E C T S

EXECUTIVE SUMMARY

The purpose of this narrative is to support the Riverfront Design Plan presented to the Lewiston - Auburn Riverfront Design Steering Committee on October 13, 1988.

The plan identifies the assets and opportunities of the area influenced by the river extending from the river banks to the hills which over look it. The assets include the mills, canal system, historic buildings, views, access points, open spaces and pedestrian walkways.

The assets and opportunities were mapped at the public participation forum by the citizens of the twin cities as they expressed their thoughts, impressions and concerns about the river to the design team. The major issues identified at the forum were:

- The highest priority was the restoration and revitalization of the mills. Preferred uses are business/office and retail.
- A high priority was also placed on greater physical and visual access to the river.
- The group agreed that the quality of the river water is questionable.
- The canal system, Little Canada and historic buildings were identified as assets that should be preserved and enhanced.

After the public participation forum, the design team outlined 43 recommendations regarding specific assets of the river front area including access, open spaces, views, historic buildings, gateways, neighborhoods, and economic development opportunities.

The benefits section of the narrative also compares the plan with the review criteria as established at the preliminary design conference facilitated by Charles Zucker. The criteria are; doability of process, use of amenities, mixed use with a river focus, new town focus, attention to historic buildings, creating value, quality of life and livability. In addition, Mr. Zucker instructed the design teams to create a three dimensional model which is understandable by the people of Lewiston - Auburn. To meet this goal, Terrien Architects prepared a schematic computer generated three dimensional model of the cities which identifies streets, landmarks, topography and the effects of potential buildouts under current zoning height and bulk limits.

In conclusion, the narrative discusses implementation strategies to bridge the space between plans and reality. The strategies include:

- Review three concept plans and include the best ideas on one plan.
- Riverfront awareness campaign including public exposure of plan, evaluation of ideas, presentations to schools, lunch time tours and programs to get peple on the river.
- Create a joint public policy addressing the river.
- Create regulations to protect physical assets.
- Adopt the final riverfront design plan as a component of both cities comprehensive plans and create land use regulations that support the riverfront plan.
- Initiate incremental public/private improvements.
- Continue ongoing assessment of the riverfront plan.

INTRODUCTION

I. INTRODUCTION

Terrien Architects is pleased to submit this concept plan for the revitalization of the Lewiston - Auburn Riverfront in accordance with the preliminary riverfront design conference guidelines.

The image of the Lewiston - Auburn Riverfront is more than the first impression one gets from the Bridges Crossing and the Androscoggin River. It contains the particular view in sight as well as the images of other views and other rivers. The Androscoggin River, as it flows through the Lewiston Auburn Urban Center, possesses a unique personality which has affected the cities and the people who live in them.

The purpose of this narrative is to support the concept plan in aiding the people of the cities of Lewiston and Auburn in their efforts to improve their cities by focusing on the river, and by using it to enhance the economic revitalization of the twin cities.

The plan is the result of a process which began with theidea of improving the river, the land and the lives of the people who are affected by it. The plan is, however, only a beginning. It outlines an approach which looks to the river as a valuable asset. As with any plan, additional work is needed to refine and implement the concepts outlined and to provide the necessary effort to make the plan evolve as the twin cities grow.

The Riverfront Design Concept Plan is the product of the efforts of many individuals, including the Steering Committee, the participants of the design forum held on September 20, 1988, and the community development departments of both cities We wish to thank the Steering Committee for the opportunity to be involved in the development of the concept plan. Thanks also go to Bob Thompson and Roland Miller and their staff for the materials and support necessary for the creation of the plan.

The design team consists of Terrien Architects with the consultation of Market Decisions and T.Y. Lin International/Hunter-Ballew Associates. The individual members of the team are:

Thomas N. Emery, Landscape Architect and Urban Designer; Brian O'Donnell, Architect; Barbara Duff, Project Historian; David Klenk, Planner; William Eaton, P.E., Traffic Engineer; and Mark Eyerman, Planner. A major benefit of the design team is the size of the group and the diversity of the individual members. By providing specific expertise to the challenges of the project there is an assurance that the plans progression will not be impeded by other responsibilities. It will maintain an active schedule. The abilities of this diverse group also promote the necessary comprehensive approach to the challenge of the Riverfront Design. It takes a multifaceted team to meet this complex challenge involving urban design, planning, traffic and socioeconomic components.

We hope for your consideration of the riverfront plan within the next thirty days. Favorable review will allow us to continue the effort begun by local agencies and citizens who share a sense of the river's history and a concern for the future.

PROCESS

II. PROCESS

The intention of the Riverfront Design Competition is to provide maximum economic benefit by ensuring that revitalization efforts in urban areas happen in a way that is harmonious with the natural beauty and cultural significance of the area. To that end, the following three objectives provided guidance to the design team in the creation of the plan:

- To use urban design to strengthen the economic vitality of the twin cities;
- To define land use management practices for riverfront uses; and
- To promote the French/Canadian heritage that has centered on the banks of the river.

In order to compete for N.E.A. (National Endowment for the Arts) funding, and in compliance with sound planning practice, the entire process of selecting a design team, creating a plan and implementing the recommendations has been an open, public process. The input of city officials, business interests, and concerned citizens has been sought and included in the plan. Additionally, the talents of professionals with a history of experience with the Lewiston - Auburn area have been incorporated into the recommendations.

In order to understand the river and the neighborhoods near it, Thomas N. Emery and Brian O'Donnell spent many hours canoeing on the river and walking its banks so that the plan presented would be uniquely tailored to the needs and challenges of the study area.

The concepts outlined in the plan were conceived at the public participation forum held on September 20, 1988. The forum was established so that the resulting plan was created in tune with the needs of the people of Lewiston and Auburn. The forum consisted of four fundamental components being, a questionnaire to identify issues and opportunities, small group discussions regarding the general concepts of the riverfront design (providing the "what" of the plan), and group discussions concerning the mapping of issues, concepts and opportunities of the river (provided the "where" of the plan). Finally, the consensus of the groups gave the team the firm direction it needed to proceed.

The results of the questionnaires and group discussions are summarized in the next section of this narrative.

Several brainstorming sessions were also held with the design team in order to assess the comments of the participants at the September 20th public participation forum and incorporate them into the recommendations.

The lessons of the Lowell Massachusetts plan done by the Lowell Historic Preservation Commission for the impressive mill areas were studied and used as a guide for important components of the Lewiston - Auburn Riverfront Plan. Also, the lessons of the flood of 1987 were used as a guide for an understanding of the nature of the river.

The plan presented to the Steering Committee is not intended to be a finished product: it is a beginning for the revitalization efforts inherent in the communities. It represents the wishes, experiences and thoughts of the people of Lewiston - Auburn.

The next step of the process should continue the spirit of open public participation and further the articulation of the concepts set out in this plan. The objectives of this project are to preserve and enhance the existing physical assets of the cities, expand on the design concepts and standards, to establish supporting public policy, and to promote historic preservation and public/private improvement programs.

RESULTS OF PUBLIC FORUM

III. RESULTS OF PUBLIC FORUM

The September 20, 1988 public forum presented the opportunity for the design team to gather first-hand information from the people of Lewiston - Auburn who are most interested in the outcome of the riverfront design. As stated earlier, the approach of the design team included four fundamental components:

- A questionnaire investigating the key topics and opportunities of historic, cultural, and neighborhood issues, environmental and recreational resources, and economic development opportunities;
- Small group discussions of the questionnaire topics to provide the focus of the plan;
- Small group discussions and mapping session to identify the geographic areas with the conceptual topics; and
- A summation/consensus gathering discussion with the entire group to provide a base for the design team's recommendations.

The questionnaires support the general consensus of the group discussions and provide an insight into the number of people concerned about specific issues. Listed below are the six questions given to the participants and a breakdown of the responses.

Topic One - Historic, Cultural, and Neighborhood Issues

"What are the most significant historic, cultural and neighborhood issues related to the river?"

Frequency of	Response	
Occurrence	-	
6	Mill Restoration (historical preservation)	×
4	Neighborhood access to river	
2	Recreation	
2	Architectural preservation	
2	The canal	
. 1	Pedestrian connector	
1	Affordable Housing	
1	Neighborhood preservation (Little Canada)	
1	The falls	
1	The promenade	

"How can the most significant historic, cultural, and neighborhood aspects of the river be preserved and enhanced?"

> 6 Redevelop existing buildings (mills) 2 Limit land uses 1 Careful planning Preserve existing affordable housing 1 Create positive aesthetics (location) 1 Improve infrastructure 1 1 Allow mixed uses 1 Do we want to preserve and/or enhance any/all of these aspects?

Topic Two - Recreational and Environmental Resources

"What are the most important recreational and environmental resources related to the river?"

5 **Boating** 5 Fishing 3 Vegetated natural areas 3 Visual access to river The falls 1 The islands Physical access to river Open spaces in urban area Walking/biking trails Picnic areas Wildlife 1 1 The river itself

"What is the most significant constraint to recreational use of the river?"

Lack of physical and visual access (and unimproved access)
Water quality
Negative perceptions of citizens toward the river
Habits
Floodway protection
The green belt has a pedestrian orientation

Topic Three - Economic Development Opportunities

"What is the greatest potential economic development opportunity related to the riverfront?"

12	Business development (general)
	5 Office
	3 Specialty retail
	2 Light industry
	2 Restaurant
3	Adaptive reuse
2	Expanded uses
2	Residential uses
1	Community pride
1	Establishing open spaces
1	Library and citizen related uses
1	Recreation

"What is the most significant obstacle hindering riverfront economic development opportunity?"

3	Money for land acquisition
2	Traffic circulation
1	Parking access
1	Market economics
1	Existing building
1	Separate ownership
1	Pollution
1	Zoning
1	Flood plain
1	Desire

Each group discussion was recorded in shorthand by a team member. The notes of the discussions are listed below, verbatim, from the notes taken at the meeting. They are included only to give an impression of the discussions which took place and not as transcripts of the articulate discussions.

EYERMAN/O'DONNELL GROUP

Topic One - Historic, Cultural and Neighborhood Issues

- Put us back in touch with "old river", open space up and down river.
- Identifying key buildings/spaces/churches/Little Canada.
- Mills as opportunity for incubator space. Current uses relocated and space used for more "people uses".
- Flood plain issues/open space.
- Buildings, architectural quality maintained unique.
- Create more public access (*dependent on improved water quality).
- Spires/mill rooftops/phoenix block.
- Details handrails gateways/fences.
- Falls power mills city = Franco American immigrants and heritage.
- River isn't French or Irish.
- Wildlife/birds-loons-conflict w/access up to gulf island dam Veterans Bridge.

Topic Two - Recreational and Environmental Resources

- Boating and fishing (Higgins Landing to dam).
- People expect river to smell (doesn't matter what experts say).
- People remember foam when it was there all the time.
- Open space along river enhances other properties.
- Right of way as minimum along river.

Topic Three - Economic Development Opportunities

- High buildings 150'. Do they belong along the river (Canyon of buildings).
- Holiday Inn on the river?
- Stretches now available gas works Lincon St. but nothing happening.
- Front lawn for the city.
- Dense building with open spaces in urban areas.
- Parking area over canal a problem.
- Housing needs of the people.
- Challenge of providing parking traffic flow.
- Bike/ped trail along river.

EMERY/EATON GROUP

Topic One - Historic, Cultural and Neighborhood Issues

1. Mills & Canals

Architect influence of cultures

French, Irish, Greek, South Auburn neighborhood preservation critical to neighborhoods.

Building height - fill out, not up.

2. Lexington

Not historic in neighborhoods, investor owned loss of neighborhood integrity.

Single family Franklin Co. ethnic development patterns.

Code enforcement should not effect ethnic socioeconomic mix

Little Canada too dense.

Franklin Co. picks up single family homes.

- 3. Ethnic neighborhoods low cost affordable housing Issue of identifications.
- Porches Little Canada's architectural detail
 Porches as passive open space and front lawn.
- 5. Cultural changes in mills diffusion of cultural base.
- 6. Younger (generation?) doesn't speak French.
- 7. Greek festival cancelled.
- 8. Franco American festival
 Beer food, French songs.
 Gathering in large hall.
 Started as a whole week.
 Quebec symphony.
 Art, music, French lectures, walking tours.
 Issue of finances.
 Snow show club.
- 9. Little Canada has evolved to present day, still mill workers
- 10. New Auburn population of mill. New Auburn fire
- 11. Mill festival cancelled due to weather downtown dev. sponsors horse and buggy/wagon
- 12. Article about mills LLB 400,000 SF storage in Bates Buildings attractive; how they're used is critical.
- 13. Access and parking.
- 14. Country kitchen interrupts mill heritage.
- 15. Lowell National Park.
- 16. Preserving New England.
- 17. Buildings give sense of place.
- 18. **Image Critical

 Treatment of architectural detail.

19. Preserve

Use river improvements

Riverwalk connect N & S.

Bridges.

Private property access issue.

Central point (?) identifiable element.

Train ties L.A. detail at fisheries central theme, tree, signage, trestle is sound.

- 20. Lack of cultural pride.
- 21. Ongoing riverfront activity/attraction young, old educational library location.
- 22. Library IES on river near bridge.
- 23. Cultural center activities restaurant.
- 24. Preserve river through zoning L.U. issues
- 25. Floodway issues.

Topic Two - Recreational and Environmental Resources

Awareness of uses potential

Keep areas north of falls green

Triathalon

Swimming

Boating

B-1 by 83

Flooding

Boat Rentals

Erosion

Visual quality brown color

Sanitary

Windsurfing

Aesthetics of River

Overall - foam - salmon

Odor - fishing - crewing

Green Bates Collage Crewing

Parking area

Passive enjoy reflect on history Marina Downtown CMP water flows - falls will go

Dresser Rips

Engineering issues edges of river view to western hills Auburn

Erosion

Best view of Lewiston

West Pitch

Recreation

West pitch
Little Androscoggin
Newberry St. Area Flood Plain
Sunnyside
Large Waterfront park
Trestle L. Androscoggin Trail

Topic Three - Development Opportunities

- 1. Library.
- 2. Auburn Main Street mixed use applied to Lewiston.
- 3. Cultural center museum.
- 4. Restaurants.
- Service office.
- 6. Incubator.
- 7. Canal Entry turn canal water to colorful aesthetics issues upstream mills, screen is enforced.
- 8. Aesthetic improvements at riverfront would stimulate economic reinvestment.
- 9. Back off look at larger river sphere of influence, cathedral, big smoke stack, height constraints on riverfront.
- 10. Controls flexibility and diversity.

Economic Realities of Market

Front of house back

Industry used river as back door retail.

Residential for mills.

Malls effect on riverfront.

L.A. is Central Maine's retail base.

Center Street was done well.

Old Port mix use * only 2 bridge crossing.

Speciality shops.

Economic base.

*Convenience.

Parking.

River road.

As can be seen by the questionnaires and shorthand notes, there are several reoccurring themes in the thoughts of the participants. Generally speaking, they are:

The highest priority sets to be the restoration and revitalization of the mills. Preferred uses are business/office and retail.

Greater access - visual and physical - is needed to the river.

The quality of the river water is questionable.

The canal system, Little Canada and historic buildings should be preserved and enhanced.

These themes, and the collective comments of the individuals at the forum, provided the consultants with the fuel necessary to approach the complex challenge of creating design recommendations. The next section outlines the 44 general opportunities and assets addressed by the design team.

ASSETS AND OPPORTUNITIES

IV. ASSETS AND OPPORTUNITIES

After the public participation forum, the design team assembled a series of recommendations outlining the existing assets and opportunities relating to the riverfront design. They generally begin at Veterans Memorial Bridge and proceed downstream.

- 1. The area on the Auburn side of the river from the bridge to the M.C.R.R. trestle should be controlled by a system of design standards. These standards should be directed at protecting the riverside and controlling erosion, filling, dumping and other detrimental actions.
- 2. A low intensity boat and canoe launch should be located off the River Road in Auburn near the Veterans Memorial Bridge. This could be a carry-in launch with a small float and two or three parking spaces.
- 3. The city of Lewiston property near the bridge and the cemetery should provide upgraded access to the river. This area might also include jogging and cross country ski trails.
- 4. A riverside trail linking Sunnyside Cemetery and the bridge parcel should be established. The trail may also be extended upstream if possible.
- 5. The use of Sunnyside Park should be increased as either a neighborhood park, with some active recreation facilities and a shore front walk, or an affordable housing development site with the riverfront retained for public use with appropriate access.
- 6. The west pitch area of Auburn should be upgraded for passive recreational use, scenic overlook, and possibly an historical interpretive exhibit.
- 7. A pedestrian link may be established between Lewiston and Auburn utilizing the M.C.R.R. trestle and/or the island.
- 8. Visual connections from the Auburn Hills to the river and key Lewiston landmarks should be identified and protected.
- 9. Public access and passive recreation should be reestablished in the area of the CMP power project and the L.L. Bean parking garage.
- 10. The M.C.R.R. right-of-way should be conserved as a pedestrian right-of-way if it is abandoned in the future.

- 11. The riverfront in the Lewiston mill area (M.C.R.R. trestle to south bridge) should be protected by a riveredge treatment program. The program should be a public/private partnership designed to improve the visual appearance and environmental value of the river edge. Public easements such as berms, land-scaping, fencing, and public easements could be components of the program.
- 12. Development in the Lewiston mill area should be guided by design standards applying to new construction and additions. The standards should address the treatment of the river's edge, access, landscaping to enhance the riverside and pedestrian amenities.
- 13. The grand trunk parcel provides an outstanding opportunity for development. The use of the site should be guided carefully so as to be harmonious with mill redevelopment, open space and the riverfront.
- 14. The Lewiston mill island area should also be upgraded with the establishment of a public/private program including the canals and existing and potential view corridors.
- 15. The historic mills should be submitted for national historic register designation and protected by facade easements and maintenance programs to maintain the architectural integrity of the structures.
- 16. The Little Canada neighborhood should be preserved and enhanced by upgrading the park and river's edge.
- 17. The grand trunk trestle should be improved as a pedestrian link between the Twin Cities.
- 18. The area of Auburn downstream of the downtown should be controlled by design standards directed at protecting the riverside and controlling erosion, filling, dumping and other detrimental actions. The design standards would also apply to the area north of the downtown as stated in opportunity number one.
- 19. The brickyard on the river road should be relocated and a riveredge program established to maintain and improve the riverfront in this area, including the construction of a pedestrian pathway and river drive.
- 20. The church on Cedar Street should be established as a focal point for the gateway to Lewiston from the south bridge. The church site should be improved and enhanced to promote a gateway image.

- 21. The gas works area should be prepared for redevelopment as a mixed use project. In order to to anchor the rebirth of Lincoln Street as a key development district.
- 22. Development controls should be established on the upland side of Lincoln Street to ensurequality redevelopment.
- 23. A street connector should be provided between Lisbon and Lincoln Streets in the gas works area to tie Lincon Street into the overall circulation system of downtown.
- 24. A riverfront parkway between Locust Street and the treatment plant should be established. This location should include public access to the river, landscaping, a recreational trail and lighting to provide a gateway to Lewiston.
- 25. A pedestrian loop should be established at the falls, connecting major open spaces in both cities. The loop should utilize the north bridge.
- 26. The railroad depot is a unique opportunity and should be used as a museum or public building.
- 27. The Little Androscoggin riverfront should be improved with a riverwalk and open space system.
- 28. The Auburn Redemption Center parcel is a unique asset and an opportunity for a riverfront oriented use.
- 29. The Auburn School Park is an asset and could be connected to the river by way of a rivertrail along the railroad right-of-way.
- 30. A pedestrian link should be created along the old railroad at the bluffs.
- 31. The canal outlet provides an opportunity for a river overlook and pedestrian space and should be enhanced.
- 32. The carwash on Water and North Streets should be encouraged to relocate.
- 33. The islands upstream of the falls should be preserved as open space and be provided with access.
- 34. The CMP Turbine Building is an asset and should be preserved and utilized as part of a riverfront walk.

- 35. A pedestrian link should be created between Lisbon Street and the waterfront by extending Beech Street, as a pedestrian route, through the mill properties.
- 36. The area of Cross Street, Lincoln Street, and Water Street should be promoted for quality development-oriented to the river.
- 37. The area adjacent to the river between Cross and Beech Streets should be enhanced into a significant river's edge park, including a walkway and seating.
- 38. The new Auburn neighborhood should be aided with design guidelines to improve the river's edge in this area.
- 39. The dumpsites along Lincoln Street should be cleaned up and improved as integrated open space.
- 40. Lincoln Square should be preserved.
- 41. The gas patch neighborhood should be conserved and enhanced.
- 42. Public access should be provided for the Little Canada neighborhood and Sunnyside Park.
- 43. Auto scenic overlooks should be provided along Lincon Street near Mertons Boulevard and on Riverside Drive.
- 44. A pedestrian link should be established along the railroad tracks starting from Ceder Street going south.

BENEFITS

V. BENEFITS

At the preliminary riverfront design conference held on September 14, 1988, Charles Zucker facilitated a group discussion of the process and guidelines of the design competition.

With the aid of the Steering Committee, design teams and city staff, Mr. Zucker listed eight review criteria used in th selection of the final design team. A brief discussion of the plans conformance with the criteria follows.

1. "Doability" Process:

The process, begun with the public forum and continuing through the creation of the plan and submittal to the Steering Committee, has been an open public process. The submitted recommendations outlined in the narrative and graphics speak to improvements which are feasible and practical. The approach taken by the Terrien Architects design team is a very doable approach and the continued process will build upon it.

2. Use of Amenities:

The amenities of the Androscoggin River, including the Great Falls and canals, provide a fundamental ingredient to the character of Lewiston-Auburn. The recommendations of the Terrien Architects design team promotes maximum use of the river amenities as provided by the participants of the public forum. The recommendations include design standards, access points, and visual access through existing and potential view corridors. Pedestrian improvements to promote the personal experience of the river and scenic overlooks for enhancing the river view from automobiles are also recommended.

3. Mixed Use - River Focus:

The recommendations of the Terrien Architects plan promotes mixed use development on many sites on or near the river. Of significant importance is the railroad parcel in Lewiston. With proper uses and orientation, a development on this site will provide a major anchor in the revitalization of Lewiston - Auburn. Other areas identified as appropriate for mixed use with a river focus include the gas works area and the mill island area.

4. New Town Focus:

As identified in the assets and opportunities section of this narrative, there is a great potential for redevelopment of the existing mills of Lewiston. The redevelopment of the mills was also identified by the public forum participants as being the single most important opportunity. The new town concept of increased vitality, people and jobs is possible by enhancing and marketing the mill island area for potential large scale mixed use development. This plan is a step in the process of revitalizing the Twin Cities by creating a new town focused on the river and the historic mill buildings.

5. Attention to Historic Buildings:

As demonstrated through the computer model slides prepared for the presentation to the Steering Committee, the historic buildings, views and landmarks are a keystone of the comprehensive approach taken by the Terrien Architects design team. By creating a three-dimensional model of the cities and plotting the significant historic building landmarks, the view corridors become apparent. The maximum buildout scenarios superimposed over the existing streets and landmarks identify the need for protection of views of the river and landmarks.

6. Creating Value:

Value is created by a comprehensive plan. The analysis of the individual components of the cities allows for the organization and enhancement of uses, sites and resources. The protection of crucial assets prior to unplanned development preserves those assets for future generations and improves the quality of life surrounding those assets. The general theme of using urban design to promote economic vitality has been incorporated into the recommendations and is apparent in the concept plan.

7. Quality of Life:

The quality of life in Lewiston - Auburn can be improved by the increased economic revitalization of the area, balanced with the preservation and enhancement of existing assets and resources. The concept plan identifies the assets and resources as well as the sites best suited for redevelopment and growth.

8. Livability:

Livability is rooted in the existing neighborhoods and how they will be changed with economic growth. Pressures on density, access, parking, building heights, open space and amenities all play a part in the perceived livability of an area. The careful analysis and balance of these aspects will ensure that the Twin Cities maintain a high level of livability.

In addition to the eight review criteria, Mr. Zucker instructed the teams to provide a three-dimensional model of the plan that can be understood by the people of Lewiston - Auburn. To that end, Terrien Architects created a three-dimensional computer model of the primary study area, including the river and canals, roads, bridges, topography, landmarks and schematic building heights generated from the existing space and bulk regulations of the city zoning codes.

The analysis of this model provided the design team with a unique vantage point of the cities and the ability to present the Steering Committee with the information necessary to make sound decisions regarding land use and development parameters.

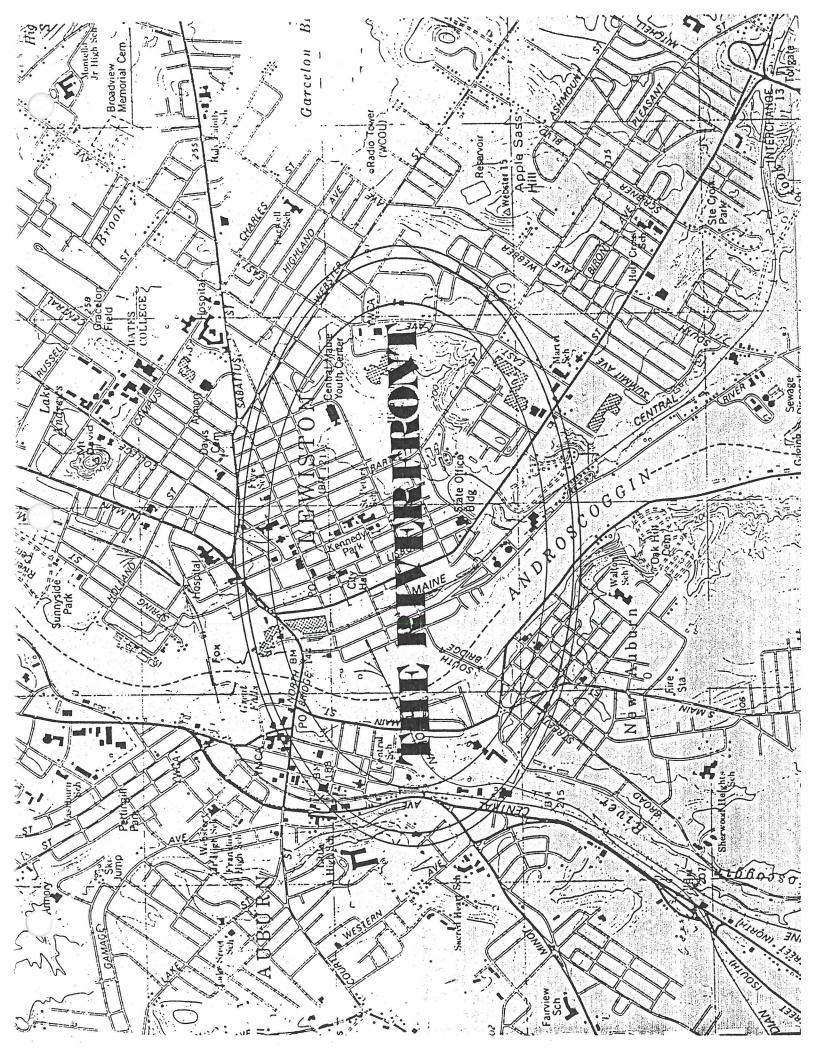
IMPLEMENTATION

VI. IMPLEMENTATION

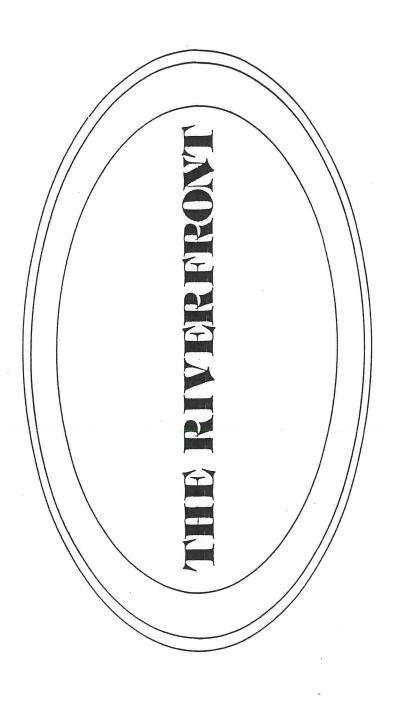
No plan is complete without implementation strategies. The Steering Committee has established a process by which to choose a consultant and create a plan. The next step in that process is to finalize the plan and begin the task of making it real. To achieve this, it is recommended that a priority of actions be established. The implementation sequence may be as follows:

- Review three concept plans and include the best ideas on one plan. —
- Riverfront awareness campaign including public exposure of plan, evaluation of ideas, presentations to schools, lunch time tours and programs to get peple on the river.
- Create a joint public policy addressing the river. —
- Create regulations to protect physical assets. -
- Adopt the final riverfront design plan as a component of both cities comprehensive plans and create land use regulations that support the riverfront plan.
- Initiate incremental public/private improvements. -
- Continue ongoing assessment of the riverfront plan. -

The sequence stated above outlines the general actions needed to implement the plan. — Many new challenges will arise during this process which will require expertise and dedication to the spirit of the plan. The Terrien Architects Team brings a comprehensive approach to the future challenges of the Lewiston - Auburn Riverfront Design.



URBAN RIVERFRONT DESIGN COMPETITION Lewiston / Auburn Maine



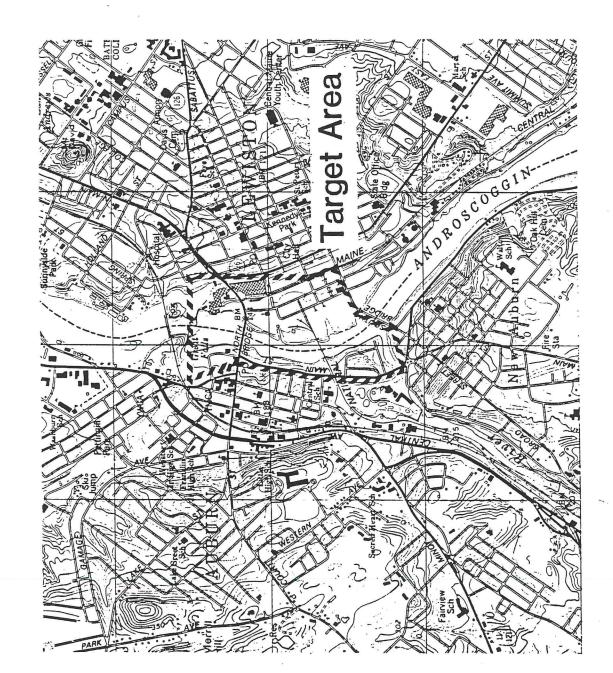
To: Lewiston & Auburn

Bob Thompson, Roland Miller and Riverfront Steering Lewiston, Auburn, ME October 13, 1988 Committee

Dear Committee Members,

enthusiasm that we submit this It is with pleasure and initial report aimed at improving your common riverfront.

and How can growth and betterment The question now is: Your two Cities' continuing history of job creation and have been amont the best in private and public sources Projections for the local be focused on your shared new investment from both strong; and your recent Androscoggin Riverfront. regional economy appear vitality seems assured. Maine.



"the worst area of the city is Comprehensive Plan agreed that along Main Street among their favorite riverfront buildings majority of residents we have perceived to be between the blocks and historic houses surveyed cite the recently restored Road and Phoenix Now, eight years later, a Progress has already been In 1980, residents bridges along the river". surveyed for the Auburn in either city. Across the river, the Lewiston Comprehensive Plan completed award. That plan recognized soul of the city: and called last year set a standard for earned the Maine Association for a riverfront study, such the river as "the heart and of Planners' highest annual public participation that as the one we are all now involved in.

you, have strongly stated your Residents, including some of economic revitalization, its preferences for the areak's have reported those initial quality of life you expect. In the following pages, we architectural enhancement, varied land uses and the preferences.

planning, design, engineering, future, we envisage a process community leaders, landowners and residents. Our team will Building on those preferences with comprehensive skills in starting with a systematic collecting of views from support those expectations to achieve an agreed-upon community organizing and economic development, marketing.

the effort required to enhance in other historic New England the resurgence of riverfronts area's potential and build on suggestions for carrying out cities' joint commitment local pride, develop the In this booklet we offer process. We sense your such a master planning

opportunity to participate in this exciting project' We thank you for the initial phase.

1. P. Mones Sincerely,

Kelly Davis

Vin Di Cara

Barton & Gingold

GODUTI/THOMAS ARCHITECTS

Barton & Gingold

Land Plan Associates

At our public forum September 27, residents and offici als of your two cities offered guidelines and ideas for the riverfront. A summary appears on

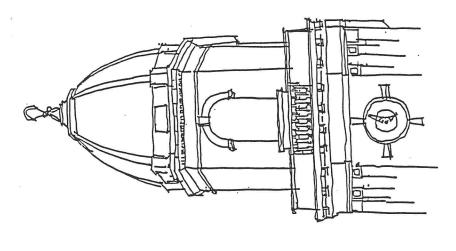
Table of Contents

To achieve those ideas, key ingredients and players must be blended in a partnership following a process. Ingredients, partners and process phases are identified on Page

8 Page The process begins with an inventory of the riverfront's assets and constraints. Our initial inventories start on

Improvements will need to occur in four major fields. In each

field, rules and action ideas from the Septembe	er forum are
listed, followed by our proposed process of <u>analysis</u> , strategy and <u>implementation</u> . The fields are:	alysis,
Economic revitalization	Page 13
Architecture	Page 16
Land Use	Page 19
Quality of Life	Page 24



4

GODUTI/THOMAS ARCHITECTS

Barton & Gingold

Forum Summary

Lewiston Auburn offered a wide preferences for the Riverfront droups, 2) architectural enhancement,3) land use and 4) quality of residents and officials of At our forum September 27, range of ideas, facts and thoughts in four small focused on 1) economic area. They gave those revitalization,

The ideas are presented later under each of those four headings, and they are summarized here.

Rules

- Make river accessible. Improve river quality
- Center development near
 - river.
- Celebrate local history Enhance area's physical 0 0
- Maintain mixed land uses. appearance.
 - Improve traffic flow and parking. 0 0

Attract more people 0

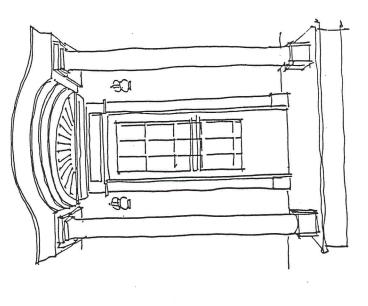
Priority Ideas

- Build public/private partnership. 0
 - Complete building inventory. 0
- Define 'Anchor' blocks' 0
- Develop a 'beacon project' District Commission. Create a Riverfront 0 0

Stabilize housing stock.

0

- pathway/park/recreation systems Develop 0
 - Market the area. 0



"Public commitment to the the area will jumpstart, not cough to life." It assures plan must be large and come early.

Planning Director Sarah M. Peskin, Lowell Historic Preservation Committee

Landscape Architecture • Civil Engineering • Planning

The Forum Participants

Workshop participants

Reine Mynahan, Coordinator, Community Development, Auburn Kelly Davis, Goduti Thomas Architects, facilitator Peter Macquire, Code Enforcement, Lewiston Doug Beck, Parks and Recreation, Auburn Ron Lebel, Legal Counsel, Lewiston

Jim Saunders, Executive Director, Lewiston/Auburn Chamber of John Pomerleau, Liberty Mutual Insurance, Lewiston

Roland Miller, Director, Community Development and Planning,

Community Development Department, Lewiston Vin di Cara, Barton & Gingold, facilitator Everett Trask, City Councilor, Auburn Edward Walworth, doctor, Lewiston Lise Jalbert,

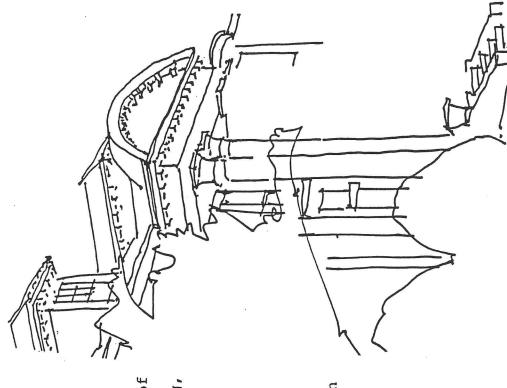
Gridley Barrows, historian and architect, Lewiston Wanda Calder, president of L.A. Economic Growth Council,

Lewiston

Maggie Chisholm, Community Development Department, Lewiston Greg Nadeau, state legislator and Shelter Group, Lewiston

Robert Thompson, director of Development, Lewiston Peter Rubins, builder and river advocate, Auburn Rhonda Moore, Planning Department, Lewiston Rick Barton, Barton & Gingold, facilitator Craig Young, Boulos Company, Auburn Jim McPhee, Senior Planner, Auburn

Peter Monro, Land Plan Associates, facilitator



The Partnership

The Ingredients

indispensible riverfront Revitalizing the will require six pieces.

- culture, institutions and including the river, the canals, the mills, local Unique local resources, development mechanism.
- preferences, dovetailing implementation options. with existing citywide analysis, strategy and Plans, based on local inventories and local plans, and including 2)
- in public and behind the all governmental levels, Political support, from 3)
- million has been invested private to public ratio. investment to leverage downtown in the last private dollars. In Money, using public Lowell, Mass., \$400 decade at a 10-10-1 4)

the commitment made to the attracting outsiders, with People, keeping talented local people and riverfront. 2)

and an area revitalized in a decade or so - all short in a year or two; a beacon needed to create projects project in three or four; Time - Pathways can be built tailored to local needs. commitment of staff is times in the life of city. But intensive

The Partners

Local Governments

Lewiston, Auburn, Lesser: AVCOG & Androscoggin Examples: Cities of County.

Expected Contributions

- background, minimize Provide a stable surprises.
 - Help create plans, direction.
- Enhance area quality of life.
- Set standards of Supply adequate infrastructure. excellence.

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GODUTI/THOMAS ARCHITECTS

Offer economic stimulus. framework of ordinances Generate supportive and organizations.

Acquire needed land,

Serve as clearinighouse of buildings, etc. information.

Coordinator of other players.

State and Federal Governments

- individual legislators Expected Contributions Examples: Maine, U.S.,
- Economic support CBDG, UDAG, housing and industrial loans recreational lands; planning funds. and guarantees;
- support for local needs Secondary regulatory and qoals. 0
 - Poliltical leadership and support of goals with other players ingredient, above.) "Political Support 0

The Public, Community Groups Examples: Historical

church groups, LA Economic Societies, local colleges, Growth Council,

Expected contributions

Mobilize people.

Donate services

Promote the area outsiders.

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The Partnership

Provide information. Help raise money.

Generate ideas.

Narrow focus of

Create pressure for implementation.

Carry out goal-related 0

Private Sector

Examples: ;Lewiston Auburn Area Chamber of Commerce, businessmen, landowners and developers.

Economic investment Expected Contributions

Create jobs.

PLromote area's image.

Coordinate with other players.

Help implement plan.

The Consultant Team

Land Plan Associates of Portland

coordination within team

landscape architecture. 0 0

and with other players.

civil engineering.

site-specific design and construction services. visual assessment. 0 0

South Portland, Eastport revitalization work, as and Portland.

Goduti Thomas Architects of Portland

neighborhood planning

architecture.

historic preservation and restoration reuse.

streetscapes and facade visual guidelines for improvements.

graphics.

computerized drafting and design.

Barton & Gingold of Portland

and Gardiner

financial advising. 0 0

economic and marketing services. management consulting.

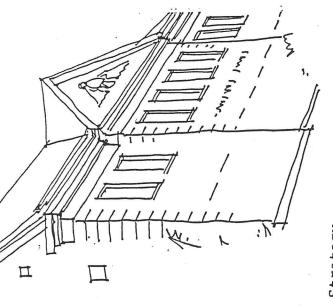
public participation work. in Augusta and Madawaska. public grants, including major UDAG & CDBG grants garner and coordinating

The Process

consensus-building exercise is potential of the riverfront. The results of that effort necessary to fulfill the will be linked to a full A broad, systematic Analysis

inventory of the area's

resources.



The Riverfront Plan will be the second phase of Strategy project.

Implementation

on the public support that was The Riverfront Plan will build assuring the prompt completion phases. Consultants will work generated during the early with other key players of tasks.

use and quality of life business, architecture, outlined separately for These three phases are in this booklet.

∞

Assets of Riverfront

Assets of Riverfront Area

downtown streams and canals. Major access routes pass close to most Assessment:

Consider directing visitors destinations near water. Design Direction: along major routes to

Major arteries pass close to most historic buildings. Assessment:

Consider attracting tourists to historic sites by car and creating auto interpretive Design Direction: tour of area history.

bodies, green spaces, scenic historic buildings, water target area are contained views and parking in the Assessment: Most of the within 150 acres+.

Evaluate creating pedestrian pathways for linking the area's myriad points of Design Direction:

interruptions, major linear Assessment: With few green spaces:

- Androscoggin River's +) follow the banks,
 - line the Little +
- Androscoggin River, the West Pitch to Pettingill Park in Union Gully and Auburn. (%

Consider assuring retention and enhancement of these greenbelts for current and Design Direction: future public use.

thinner Assessment: Other, linear open spaces

- +) the canal banks in Lewiston
- the Maine Central RR spur running SE from among Lewiston's major mills.

Evaluate creating public use spaces, addressing means to corridors along these open eliminate interruptions. Design Direction:

Assessment: Land in the area controlled by the two cities trestle bridge across the centers on the railroad Androscoggin.

major non-vehicular link Emphasize the bridge as Design Direction: between the cities.

original mills continue to operate in those historic Assessment: Some modern business successors to buildings.

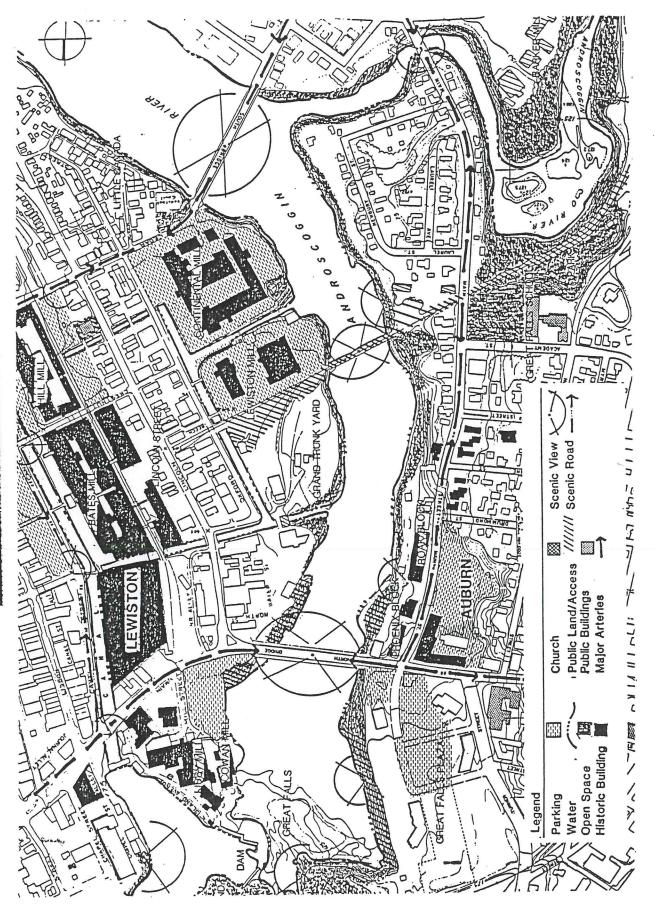
program to instill local pride Design Direction: Study using current businesses in & enlighten visitors about cities' history.

nassing of historic, natural, spearhead revitalization of Consider using the compact scenic, service & business Overall Design Direction: accessible, central area resources in this highly the cities as a whole.

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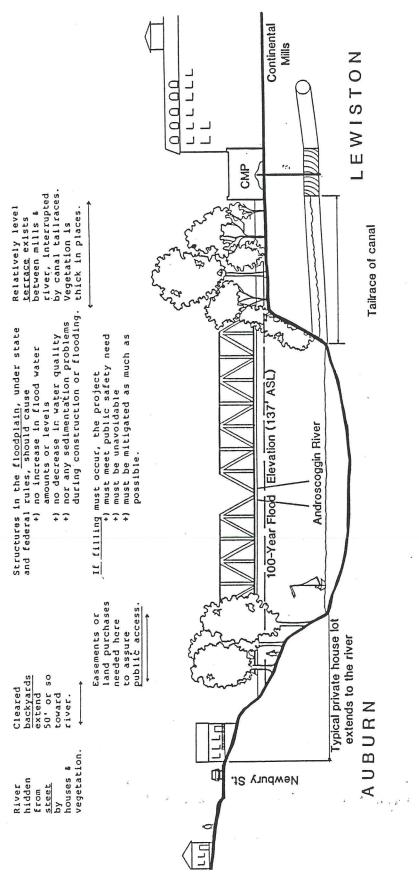
Assets Map



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River Cross Section

Constraints of Riverfront

in Riverfront Area Constraints

riverbanks up to first row of Assessment: River's 100-year floodplain includes most of buildings.

Riverside use in floodplain Design Directions: should be:

- +) flood proof
 +) on pilings above flood level
- be portable or float. +

Assessment: Steep, high banks or walls line the river throughout most of the downtown area.

Design Directions:

- Taking full advantage of few areas where banks are low
 - Seeking low banks in secondary areas up & down stream +
 - river can be seen using areas where Concentrating on heard, if not reached. 7

obstacles, especially bridge abutments & canal tailraces, cross the river banks at Assessment: Physical intervals.

Design Directions: Evaluate

- Using obstacles riverfront uses end points for
- uses inland to avoid Jogging riverfront the obstlacles 7 +
- Designing other means to pass over the obstacles.

Assessment: Heavy vehicular traffic crisscrosses the riverfront area.

Design Directions:

- Keeping most Evaluate
- traffic at critical pedestrian & car Segregating junctions qrids 7

within major artery

pedestrian traffic

Using mass transit as touring/reaching some a means for areas,

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obstacles, particularly low Assessment: Canals are frequently crossed by bridges.

directly on, the canals Design Direction: Consider locating uses alongside, rather than

Assessment: Housing, by itself or as a mixed use, exists in much of the target area,

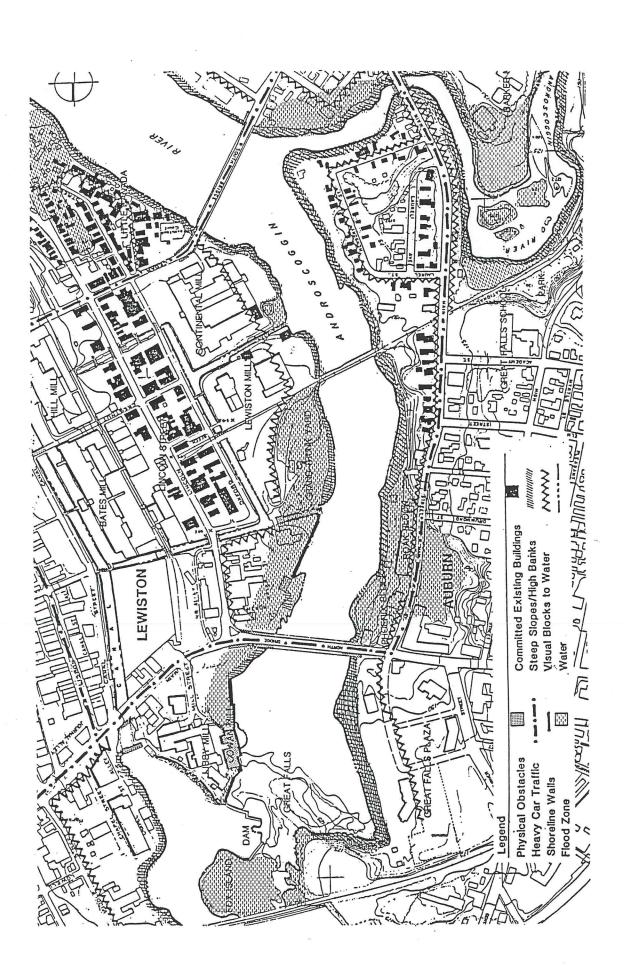
Design Directions: Consider

- any private or public or rehabilitation by +) Encouraging its use means available
 - Enhancing neighboring service development. infrastructure or or land use through architecture, landscaping, business, +

Constraints seem minor and Overall Assessment:

surmountable in comparison to the considerable assets of district.





Constraints Map

GODUTI/THOMAS ABCUITECTE

Economic Revitalization

Economic Revitalization Group

Participants

Mutual Insurance, Lewiston Development and Planning, Jim Saunders, Executive John Pomerleau, Liberty Director, Community Auburn

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- Community Development and Roland Miller, Director, Edward Walworth, doctor, Planning, Auburn
 - Lise Jalbert, Community Development Department, Everett Trask, City Councilor, Auburn Lewiston
 - Vin di Cara, Barton & Gingold, facilitator Lewiston

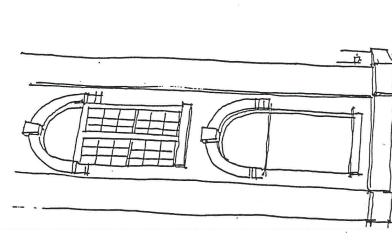
Rules

0

- The economic diversity of the area is a real asset to build upon.
- area is critical to future investment in the target Continued private success. 0

The physical appearance of target area is a negative factor that needs to be. some sections of the addressed. 0

create more parking in the Improve traffic flow and



Ideas

- area should be examined to Convention Center/Meeting Facility in the target The development of a serve as an anchor. 1)
- possible future use, i.e., transportation corridors trolley tracks, railroad and infrastructure for Maintain existing tracks. 2)
- mill space for a variety Examine existing vacant of uses, including: 3)
- industrial history Museum of cities'
- Condominiums 0
- Congregate care facilities 0
- Hotel 0
- Retail discount outlets 0
- Small business incubators 0
- Purchase existing run-down additional parking needs (Build up rather than real estate to meet in the target area. out). 4)

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Economic Strategy

- Make use of the riverfront area for the construction of Twin Cities Library. 2)
- Availability of open space accessibility to that open space by citizens are essential development along riverfront and elements.

(9

Partnership Building needs initiate the establishment citizens groups throughout of a relationship between city governments should themselves and various the Twin Cities area: service groups and to be emphasized.

7

- o Speaker's Bureau
- Outreach to Rotary, Kiwanis, Knights of Columbus, American Legion, etc. 0
- o Process must be open interested groups and include all

Analysis:

- Inventory all available vacant building space within target area 0
 - owner/users regarding future use of space Interview building 0
 - officials regarding Interview city 0
- economic development Provide information cities' efforts in combining historic describing other preservation and 0
- Examine infrastructure needs within target
- interviews with local officials and leaders perspective through Gain historical 0

Strategy:

- development objectives - existing mill space from the following: Establish economic 0
 - new development
 - open space
- infrastructure
 - convention

- Identify key players from within the committees 0
- private, governmental, Develop a budget from (federal, state, local) and other sources 0
- Establish a project timetable 0
- choose kickoff date - determine overall length of
- identify reporting deadlines dates

Implementation Options:

- with field trips to New that share similarities Engage the community England communities with the Lewiston Auburn area 0
 - Formalize the plans to Development Commission create a Riverfront private and public players from both consisting of key sectors 0
- Obtain financing for overall improvements program 0
- an outreach program to project goals through influential community Create commitment to leaders and citizens 0

Architecture

Architecture Group Summary

Participants:

- Lewiston, Legal Council Ron Lebel, City of
 - Recreation & Parks Doug Beck, Auburn Dept.
 - Enforcement Office Pèter MacGuire, Lewiston Code
- Reine Mynahan, City of Auburn
 - Kelly Davis, Goduti Thomas Architects, facilitator

Rules

- must be restored and important buildings significant and architecturally Historically reused.
- be encouraged and shall New construction shall be historically compatible.

- acess to the River and Physical and visual system shall maintained and intensified.
 - Open space must be conjunction with architectural preserved in development.
- restrictions, historic districts and similar land use regulation Zoning ordinances, including height must be updated.

Ideas

- important buildings in the significant, historic and 1.) Identify and inventory target and adjacent
 - Little Canada's multifamily.
- Churches and Schools. Mill architecture.
 - bridges, railroads, Civil engineering canals.
- Identify "Anchor Blocks" in target area and adjacent areas. 2.)
 - Lower Canal Mills. Upper Canal Mills
 - Great Falls Plaza
- Cowan & Libby
- Mills/Falls area
- Railroad Grand Trunk Little Canada vard.

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Promote public acquisition frontage and parkland within anchor blocks. of water and canal 3.)

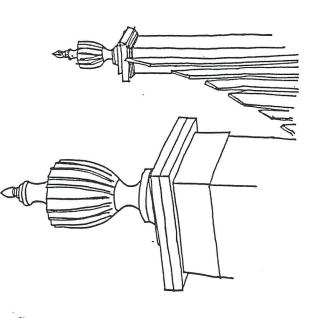
Use green space plan. Coordinate with Land (Similar to Fenway.)

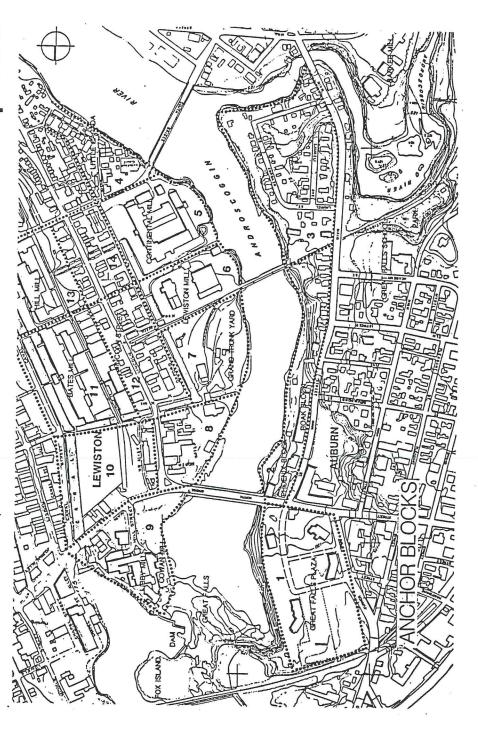
Land Banking. Q Q

4.) Neighborhood Strategies. a) Anchor blocks as

neighborhoods. autonomous

Lincoln St. Commercial (q





ANCHOR BLOCKS

- Great Falls Plaza Parking Garage
- Commercial/Residential District River Walk
- Residential Historic Value
- Little Canada Neighborhood

- Continental Mill Canal and River Walk Auburn Auburn
- Lewiston/Camden Mill River Walk
- Grand Trunk Yard "Twin Citles Center" Water Street Near North Bridge Lewiston Auburn
- Cowan/Libby Mills Hotel/Convention Site
- Lewiston Lewiston Lewiston
- Upper Lincoln Street Residential and Retail Canal Street Canal Bates MIII 12

Lewiston

0

Lewiston

Lewiston

Lewiston

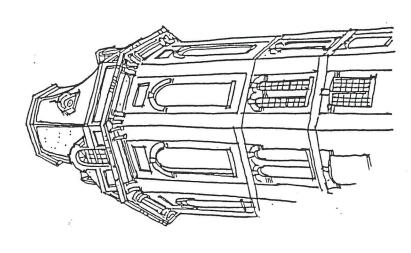
Lewiston Lewiston

- HIII MIII 13. 7
- Lower Lincoln Street Residential and Retail

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Architectural Strategy



ANALYSIS:

- Inventory buildings in target area - historic significance. 0
 - Delineate "anchor blocks", areas of 0
- Locate distinctive and area's architectural vernacular ceatures significant impact. vocabulary 0

Review overlay zoning (land use) + historic district ordinances. 0

- owners + city officials to gain historical Interview current 0
- similar riverfront/mill Compare project with overview and vision. complexes in other 0
- Identify adjacencies to target area and their cities in N. E. impact. 0
- building locations in conjunction with open Locate potential new space plan. 0
 - for existing buildings offering preferences and their features. Involve public in 0

STRATEGY

- historic groups, public each building in target Establish coalition of and developers to rate
 - Create facade and special feature guidelines. 0
- high impact measures. especially low cost, Decide on developer owner incentives, 0

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- Create land ranking system for choosing 0
- land banking parcels Estimate costs 0
 - of top-rated land parcels;
- improvements needed for substandard of critical housing;
- of adapting existing mills to mixed re-use.

priorities & time line. Establish phasing with

IMPLEMENTATION OPTIONS

- between governments and local banks to offer Create partnership low-cost loans housing owners
 - Adopt design review quidelines.
- nominations to historic additional historic Start creation of districts and register.
 - and blighted buildings. Negotiate with private goals in underutilized developers to achieve 0
- Adopt view-preservation ordinances. 0
- gateways and pedestrian Enhance existing view corridors as parks, 0

and Use

Participants

- Peter Rubins, builder and river advocate, Auburn
 - Jim McPhee, Senior Planner, Auburn
 - Craiq Young, Boulos Company, Auburn
- Rhonda Moore, Planning Department, Lewiston
- Associates, facilitator Peter Monro, Land Plan

Rules

river must continue to be "Water quality of the improved; it's the

keystone to the whole - Peter Rubins area's desirability."

- river shall be preserved Views of the river and view corridors to the with all development.
- Green space and pedestrian walkways to and along the river must be included in all development plans.
- accessible to both Auburn and Lewiston residents. New development should center near the river,

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Ideas

parks and the two cities' pedestrian trails should A greenbelt system with connecting a series of line both riverbanks, downtowns. 1)

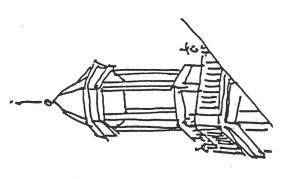
On the west it can extend Gully and Pettingill Park trestle bridge, then out from West Pitch to Union from just north of West (Another spur might go Pitch to the railroad Androscoggin River. along the Little in Auburn.)

future park and by some bridge to South Bridge south from Tall Pines further south through Sunnyside Park, then the cemetery jogging through L. L. Bean's the railroad trestle sewer easement under Bridge, then on past or to a Gully Brook Memorial Bridge to path should extend Apartments along a On the east bank, means to Longley

from the river up to to The trestle bridge will Lewiston view corridors connectors will follow connect Lewiston and Lisbon Street. pedestrians. Auburn for

Parks should be created or enhanced along the greenbelt. 2)

- windsurfing training with a boating and At Sunnyside Park center.
- that amusement park there above Great Falls, On Fox Island just pedestrian bridge re-creating the once led to the



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- On West Pitch, as planned.
- On the open field in Great Falls Plaza where a high-rise building has been proposed.
- On the 'Twin City. Center' land next to Camden Mills.
- In Auburn, on Newbury Street, at the confluence of the Androscoggin and Little Androscoggin, where Bob's Bait Shop used to stand.
- 3) A 'Twin City Center'
 should be created in
 existing mills or in open
 space, especially on L-A
 Railroad land and adjacent
 land in Lewiston. It
 could include:
- . a new twin-city library (an Auburn branch library should be constructed in Great Falls Plaza)

- a museum of the cities' industrial, river-focused history
- a hotel
- a convention center
- new business
- new housing, including affordable housing
- and a plark and path system connecting the area to Lewiston's uptown retail district, Auburn, and the river.
- 4) Other new business and new housing should be developed in the existing downtown Lewiston Mills, especially in the Continental, Cowan and Libby mills.

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Members of the Land Use Group Land Uses own Process Map for the future resulted is reproduced on the instructions to create their riverfront. The map that used these symbols and the they desire for following page.

and Use Group Process Sheet

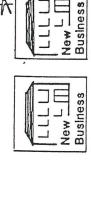
Lewiston/Auburn Riverfront

Group Procedure

- .l. .Place orange dots on Site Plan map indicating favorite places.
- Discuss the connections among these favorite 2
- the Site Plan Map. Use as As a group, cut out land use pieces and many or as few as you like. arrange them on
 - New business
 - New housing
- Scenic vista, observation point
- Museum, historic information
 - Boating
- Other uses
- Develop a Consensus Plan with those at your table. 4
- Glue down the pieces chosen for the Consensus
- 6. Present your group's Consensus Plan to the Workshop.

Consensus Planning

of everyone at your Your Consensus Plan must be created with the table. You will most likely have to make participation and agreement trade-offs and compromises.



X



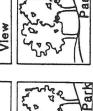






VIew

Museum









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CHILLIAN D

New

Museum





Housing

Path



Other

Other

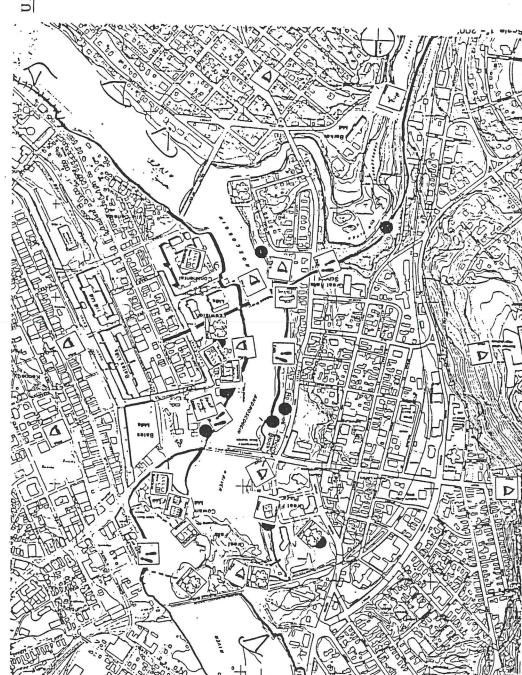
Path

CHHIB D



gta

Land Use Group Map



Ultimate Objective

"We need place that You are proud to take people to see." Jim Saunders

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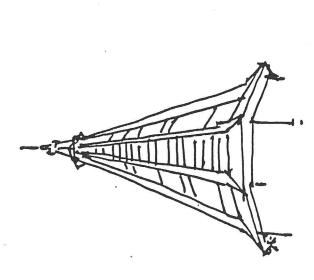
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Quality of Life

Quality of Life Group

Participants

State Legislator, Shelter Lewiston-Auburn Economy Growth Council, Advest Gridley Barrows, Lewiston, Maggie Chisholm, Lewiston, Wanda Calder, President, Sylvia Hudson, Community recreation director Greg Nadeau, Lewiston, Development architect Group



Rules

- River must be more accessible.
- with multiple, mixed Neighborhood feeling uses is desirable.
 - Housing stock must be restored.
- needs to be celebrated, Uniqueness of area
- brought into the area look for ways to keep Once there, we must People need to be them around.

Rick Barton, Barton & Gingold,

facilitator

- Any plans should be multifaceted and multiphased.
 - Safety must be established.
- Awareness of area needs to be increased.

Ideas

- Recreational opportunities should be emphasized - for amenities, access, variety residents of the area and of the year, perhaps with during the colder months Whatever is developed should allow for use to attract visitors. heated buildings, 1)
 - Swings, benches, green and flexibility are keys: space.
- Walking tours with food tents in key places. Skating area.
 - Walking, jogging, Viewing points.
 - biking paths.
 - paddleboating. Canoeing,
 - Nature trails.
- Walkways connecting parks.
- Use flood plain area indoor of mill for nealth clubs, etc. for recreation

GODUTI/THOMAS ARCHITECTS

area need strengthening Public services in the

(9

Last five

Stabilizing the housing

3)

a rapid

years have seen

base as needed.

- Crime reduction.
- Public transportation.
 - Walking routes.

Canada and Lincoln Street.

deterioration of Little

Absentee owners have led

tremendous "This area has

is a sleeping

Η

potential. giant."



Quality of Life

- heritage are an important displays, pamphlets, and Cultural part of the feeling of community. Events, enrichment is goal Historic sense and exhibitions are possibilities. 2)
 - dancers and other Quebec Symphony, Franco-American
 - tours of buildings. Mill Festival with Festival events.
- on Highlight the names each building.
 - Early education
- programs in the schools.
- elderly Interaction between and children. qenerations,
 - Shops, museums in Continental Mill Building.
- Franco restaurant.
- Farmers' markets,
 - Bates Mill Outlet shopping.

- residents and the feeling Drugs and to a fewer long-term prostitutes are more Need to of low-income warehousing. common.
 - Owner occupants, encourage:
- services to take care Single parent support homesteaders. of kids.
- Hotel.
- and grounds maintenance Improved landscaping by property owners.
- big job and will require Incentives Improving the area is significant private will be necessary. investment.
- Tax increment financing.
- Low cost loans.
- should be made to mobilize A major effort People will need to be the local residents. involved. 2
 - Religious leaders, Meet with seniors
 - Neighborhood
- Associations.
- Host free local dinners to promote solutions.

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Quality of Life Stategy

Analysis:

possibly in newspaper; Summarize findings for Interview targetted Disseminate survey, use radio call-ins, community leaders. survey. bean supper. Develop a feedback.

Conduct focus groups on key problems and goals Meet with local groups on findings. for area.

Strategy:

best use of existing Establish quality of life priorities

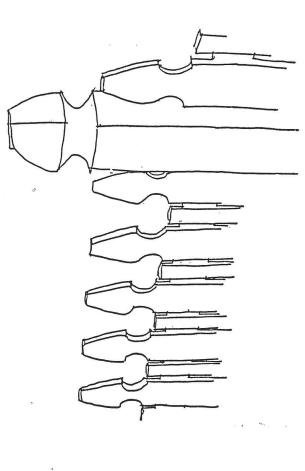
- properties.
- open space.
- keystone projects -human needs.
- Identify key players Budget
- financial resources what are realistic
- what is an acceptable amount of time to execute. Timetable

when should we start.

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Implementation:

- Options
- build citizen groups. obtain financing.
 - communicate plan to
 - cities, region, state.
- pick one high-profile initiative as a catalyst.
 - full-scale campaign to generate public establish support.



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